Federal Aviation Administration (FAA)
Terminal Business Service:
Introduction & Overview

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Background

- Things will be changing
  - AIR 21 legislation that created the Chief Operating Officer (COO) and the Management Advisory Council (MAC)
    - The MAC is in place
    - The ATS Subcommittee has met several times
  - President Clinton's executive order establishing the Air Traffic Organization (ATO) as a performance-based organization
  - Designation of Norman Mineta as Secretary of Transportation
    - Aviation is a special interest of the new Secretary
- We are at a crossroads

Why Change?

- NAS modernization is not finished
  - We have had successes and we have had missteps
  - The successes were difficult to attain
  - There is much work left to be done
- STARS
- We are the *only* ones who know what needs to change and who have the power to do it
  - We acknowledge that we created the system
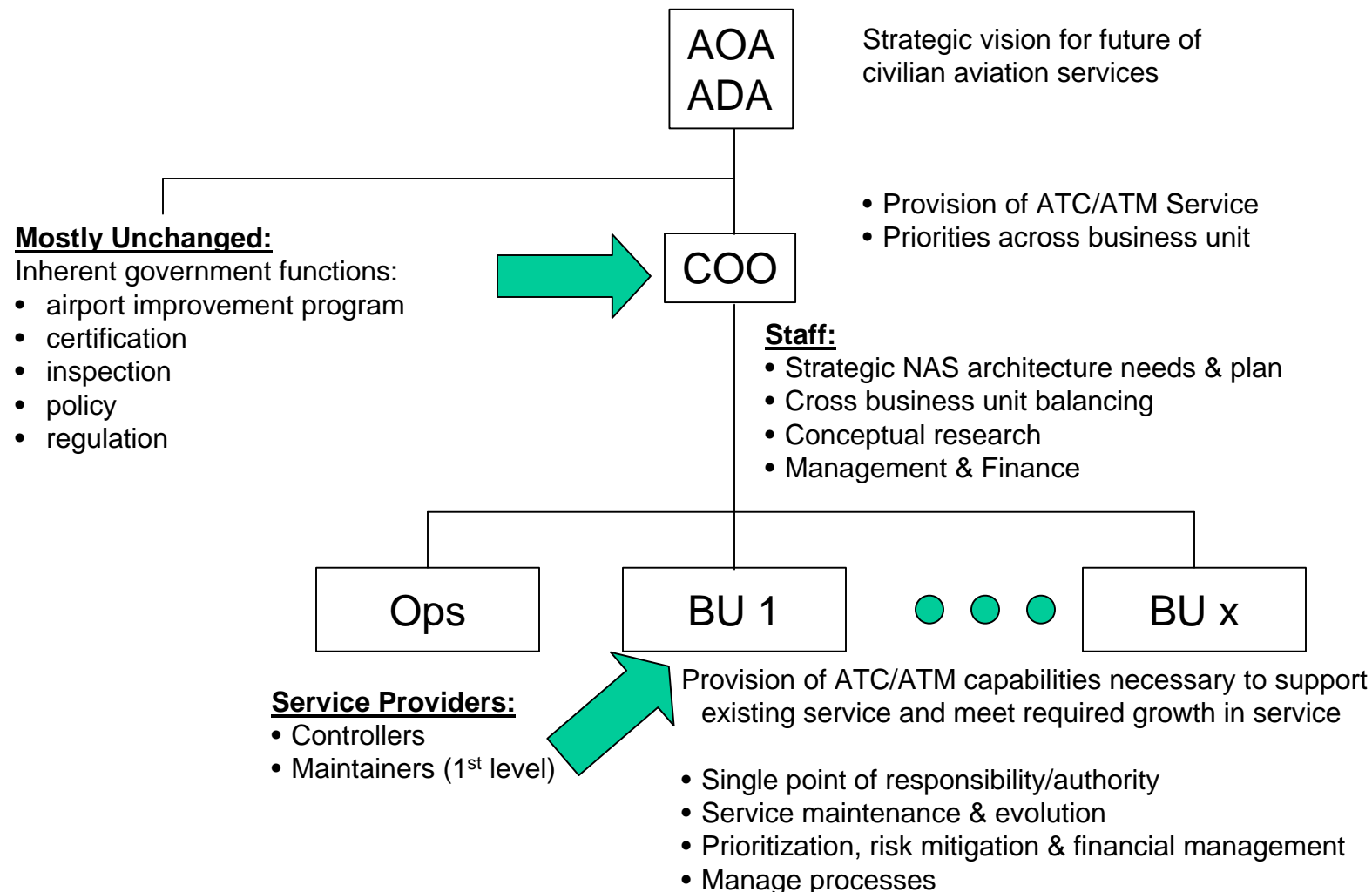 - We have the ability to change it and make it better

The Opportunity

- The Terminal Business Service (ATB) will integrate acquisition and operations--to the benefit of both
- This is the next step on the path of successful NAS modernization
- It is a common sense solution
- We can lead the agency as it becomes a performance-based organization (PBO)

PBO: Context Assumption

AOA ADA

Strategic vision for future of civilian aviation services

Mostly Unchanged:
Inherent government functions:
- airport improvement program
- certification
- inspection
- policy
- regulation

COO

- Provision of ATC/ATM Service
- Priorities across business unit

Staff:
- Strategic NAS architecture needs & plan
- Cross business unit balancing
- Conceptual research
- Management & Finance

Ops   **BU 1**   ● ● ●   **BU x**

Service Providers:
- Controllers
- Maintainers (1st level)

Provision of ATC/ATM capabilities necessary to support existing service and meet required growth in service

- Single point of responsibility/authority
- Service maintenance & evolution
- Prioritization, risk mitigation & financial management
- Manage processes

Where Are We Now?

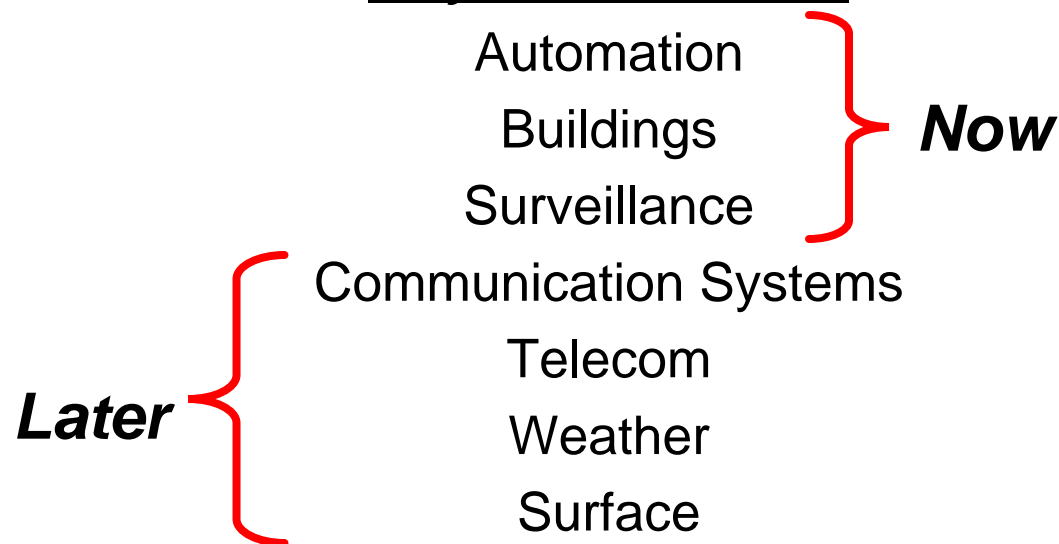| Core Processes	AUA	AND	ASU	ACT	AOS	ASD	ATP	ATQ	AFZ ATX	ARX	ARR	ARU	ARN	ARW	Axx	ANI	ANS	Union	AVN	AMA	AOZ	ASR	AOP	AML
Define it																								
Refine allocated requirements	X	X		X	X	X	X			X	X	X	X	X	X		X	X			X			
Validate needs	X	X			X	X	X			X	X	X	X	X	X		X	X			X		X	X
Refine and coordinate	X	X			X	X	X				X	X	X	X				X			X			
Develop interface requirements	X	X		X	X	X	X				X	X	X					X			X			
Allocate requirements	X	X			X	X			X		X					X	X	X			X			
Analyze and prioritize requirements					X		X				X	X	X					X					X	
Capture & baseline requirements	X	X			X	X	X				X	X	X	X			X	X			X			
Design it																								
Translate operational requirements into life-cycle system specifications	X	X			X	X						X	X	X				X		X	X		X	X
Conduct trade-offs for life-cycle requirements	X	X		X	X	X						X	X	X				X		X	X		X	X
Develop/refine architecture	X	X		X	X							X	X	X				X			X			
Define interfaces	X	X		X	X							X	X	X		X		X			X			
Develop design	X	X										X	X	X				X			X			
Validate design	X	X		X								X	X	X		X	X	X			X			
Place design under CM	X	X																			X			
Build it																								
Implement system design	X	X		X																	X			
Test system components	X	X		X								X	X	X							X			
Develop documentation	X	X		X														X			X			X
Develop training material	X	X		X	X													X		X	X			X
Integrate system	X	X		X	X																X			
Execute system level testing	X	X	X	X	X			X				X	X	X	X			X			X		X	X
Conduct deployment readiness	X	X		X	X											X	X	X			X			
Deliver it																								
Develop individual site plan	X	X		X	X										X	X	X	X			X			
Deliver, install & check-out hardware																								
Develop and maintain site adaptation	X	X			X										X	X	X	X			X			
Deliver, install & check-out system	X	X		X	X										X	X	X	X	X		X			
Conduct training	X	X			X				X			X	X	X	X	X	X	X		X	X			
Upgrade site specific documentation	X	X			X										X	X	X	X			X			
Conduct JAI	X	X	X		X		X					X	X	X	X	X	X	X			X		X	
Transition system to operational status	X	X			X		X					X	X	X	X	X	X	X			X			
Support It (2nd Level)																								
Collect & document problem information					X		X		X		X	X	X	X	X	X	X	X		X			X	X
Provide 24/7 phone or on site assistance, as necessary					X										X									
Determine cause of problem					X		X		X						X	X	X	X						X
Provide problem fix					X										X	X	X	X	X					
Identify development needs	X	X			X		X		X		X	X	X	X	X	X	X	X		X	X		X	X
Capture problems for further analysis					X		X		X	X					X	X	X	X					X	X
Provide feedback to problem/recommendation originator					X		X		X						X	X	X	X		X			X	X

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Terminal Business Service: ATB

Mission:

The provision of integrated terminal
air traffic control capabilities

Key Deliverables

Automation

Buildings — **Now**

Surveillance

Communication Systems

Telecom

Later — Weather

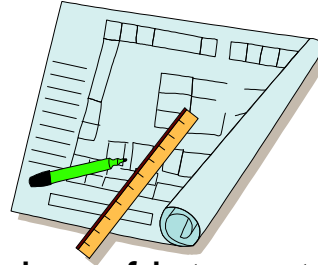Surface

Terminal Business Service

- A single set of shared priorities
  - Accountability associated with provision of integrated capability
  - Decision making that is timely, at the appropriate level, and closer to the point of service delivery

- Responsibilities
  - Provide terminal air traffic control capabilities to controllers and systems specialists (controllers and systems specialists are outside ATB)
  - Begins with allocating requirements within ATB and continues through 2nd-level maintenance
  - Integrates planning and funding
  - Merges processes (to provide better hand-offs, transitions)
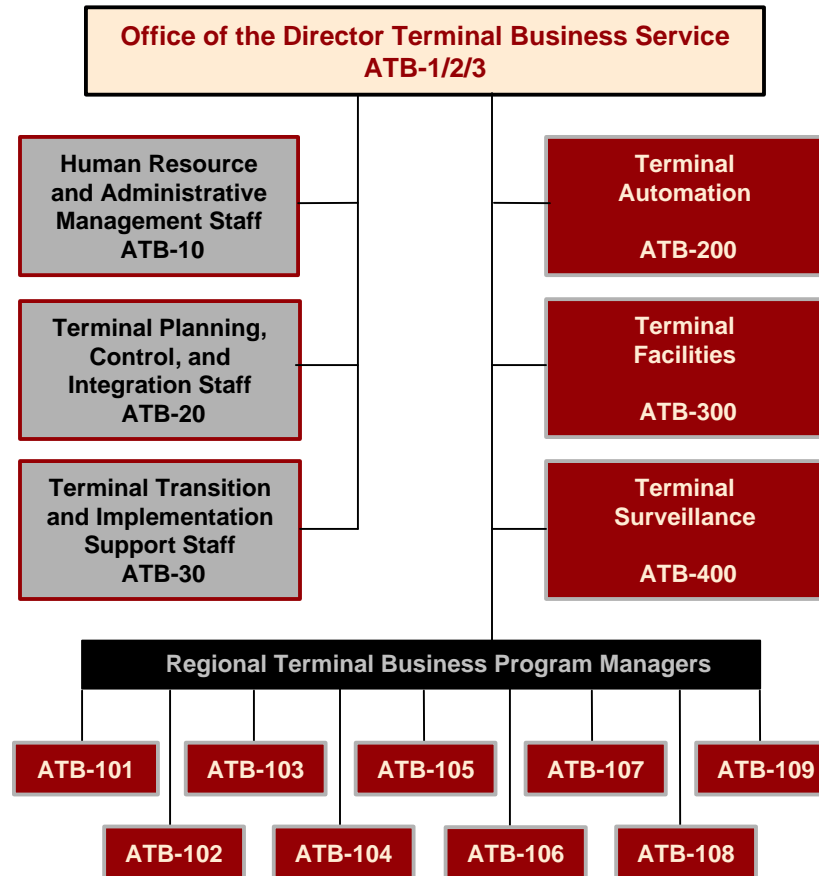
Scope of ATB

- Initial scope
  - Integrated planning for automation, facilities, surveillance, communications, and weather
  - Execution of automation and facilities programs
  - From requirements to second-level maintenance

- Personnel - 300+

- Budget Line Items
  - Budget Line Items - plan 31, execute 17
  - CIP items - plan 54, execute 22

- Total integrated budget of close to $1B
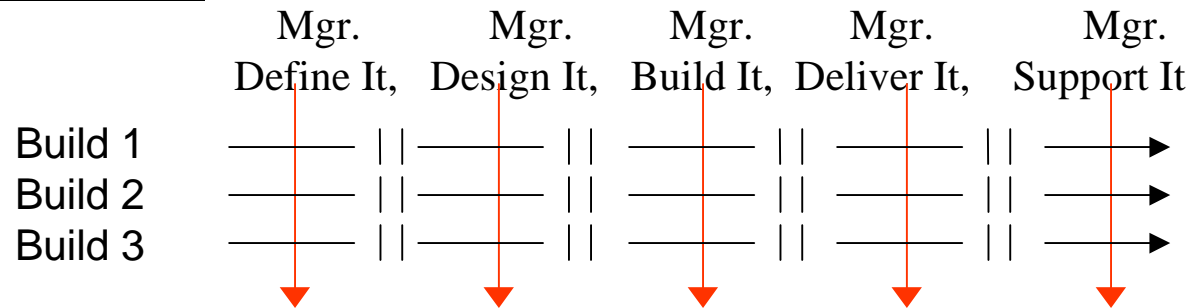 - Combines F&E & Ops

ATB Organization

Office of the Director Terminal Business Service ATB-1/2/3

Human Resource and Administrative Management Staff ATB-10

Terminal Planning, Control, and Integration Staff ATB-20

Terminal Transition and Implementation Support Staff ATB-30

Terminal Automation ATB-200

Terminal Facilities ATB-300

Terminal Surveillance ATB-400

Regional Terminal Business Program Managers

ATB-101 **ATB-103** **ATB-105** **ATB-107** **ATB-109**

ATB-102 **ATB-104** **ATB-106** **ATB-108**

Purpose of ATB

- Alignment
- Integration
- Stability
- Equity

ATB Accountability

Before ATB

	Mgr.	Mgr.	Mgr.	Mgr.	Mgr.
	Define It,	Design It,	Build It,	Deliver It,	Support It

Build 1
Build 2
Build 3

After ATB

Define It,   Design It,   Build It,   Deliver It,   Support It

Build 1 Mgr.
Build 2 Mgr.
Build 3 Mgr.
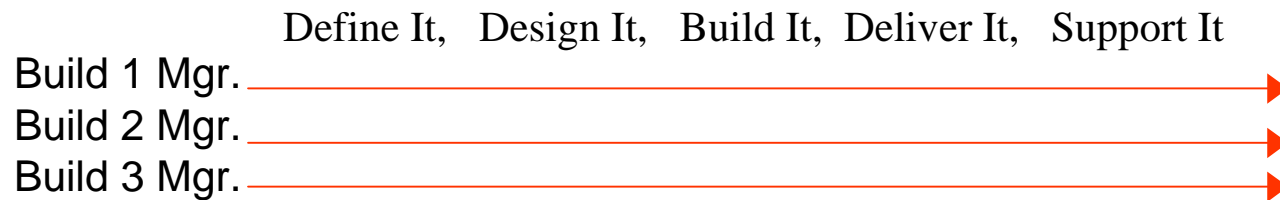
Early Results: Lessons Learned

- **Integrated planning and prioritization are vital**
  - Moving from a project perspective to a point-of-service delivery
    - Now have detailed information on modernization work through FY04
    - Reconciles schedule and priority for each project on a site-by-site basis
    - Aligns expenditure of funds to a reduction in the risk to service
    - Allows easy identification of individual site consequences when a change is considered

In Summary:
Realignment Expectations

- More rapid decision making (at lower levels)
- Coordinated investment
- Coordinated risk management
- Better resource utilization (reduced costs)
- Integrated planning across projects
- Smaller focused meetings
- Less product rework

- Streamlined communications
- Faster delivery of product
- Higher product quality
- Rapid correction of defects
- Reduced product (innovation) cycle times
  - Early identification of need
  - Rapid prioritization
  - Efficient into product cycle